

castle

News magazine of the
Savannah District,
U.S. Army Corps of
Engineers

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ON OUR COVER

Ed Thompson, QA evaluator at Pope AFB, inspects construction of a box culvert system associated with the base's new dangerous cargo aircraft parking apron.

Photo by
Jonas N. Jordan

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Halpin wins esteemed 'Nick' Hoge Award

Eric Halpin, the district's installation support manager at Fort Bragg, has won the prestigious Nick Hoge Professional Essay Competition for 2000 for his essay, "Outsourcing and the Commercialization of Army Values." The winning submission, a paper Halpin wrote while attending the Army Management Staff College, was called an extraordinary, thought-provoking essay.

Halpin's essay examines the transformation of Army leadership values (such as loyalty, duty, and selfless service) into the profit-oriented principles embodied by an increasingly outsourced workforce. The paper argues that debate is required to reconcile the Army's stated values with the actual values communicated by outsourcing actions and decisions.

The Department of Army award honors James "Nick" Hoge, who was chief of the Employee Management Division, Department of Army, Pentagon, before his untimely death in 1980. Hoge was known for his imaginative leadership, competence, and cooperative, "can-do" spirit.

The award was presented to Halpin by David Snyder, deputy assistant secretary of the Army (Civilian Personnel Policy), at an



Joseph Westphal (l), Acting Secretary of the Army, poses with the Halpins— Eric and wife, Susan.

awards banquet May 3 at Fort McNair Officers' Club, Washington, D.C. Halpin was accompanied by his wife, Susan. The Secretary of the Army and the Army Civilian Personnel Alumni Association sponsor the award.

Halpin is an August 2000 honor graduate of the Sustaining Base Leadership and Management program at Army Management Staff College. He holds a bachelor's degree in civil engineering from Clemson University, a master's from Oklahoma State University, and has been a registered professional engineer in Georgia since 1988.

Colonel thanks team, says, 'Good-bye'



By Col. Joseph K. Schmitt
District Commander

Sadly, it is time to say good-bye; good-bye to the Savannah Team, the Corps and to the profession that I've lived and loved for almost three decades. On July 19 I'll turn over the leadership of the Savannah District to Col. Roger Gerber and, in doing so, bring to an end the most rewarding and most challenging assignment of my military career. Shortly thereafter I will retire from the military after having served for almost 30 years.

We have accomplished a lot over the past three years. We have strengthened our business process by fully integrating the Project Management Business Process in everything we do. We've standardized our budget development and cost control process, and we have made significant progress in getting our arms around cost and time growth on our projects. However, the most notable and most important thing we have accomplished and continue to do day in and day out has been to provide superb projects, products and services to the American public and to those great soldiers, airmen and family members of our armed forces.

I want to extend a special thanks to those team members who really made a difference. To Richard Downing and all the Operations Team— Phil, Allen, Frank, Nick and Melissa— thank you for your dedication and commitment to providing high-quality service to the maritime community and the American public. To the unsung heroes at our lake projects, thanks: To the Hartwell Team— Dick, David, George and Bill— thanks; to the Richard B. Russell Team— Bob, Gail, and Tom— thanks; and to the Thurmond Team— Ken,

Tom, Keith, and Phiny,— thanks. Thanks to all for a job well done. Your efforts and dedicated service have not gone unnoticed.

To Pete Oddi and the Military Programs and Project Management Team— Diego, Efrain, Tommy, Steve, Nate, Tim, and Dennis— and to Steve Turner and the Installation Support Team— Tom, David and Rob— thanks for your dedicated support, motivation, drive and commitment to excellence, and especially your commitment to serve our soldiers and airmen of the seven Army and five Air Force installations we support, and for managing and leading the largest and most challenging military construction program in the Corps.

To Dan Parrott and the Civil Works Program and Project Management Team— Martin, Monica, Bill, Doug and Eugene— we certainly had our challenges. Thank you for your loyalty, commitment and dedication to our Civil Works program. And to Frank de la Sierra and the Environmental Programs and Project Management Team— Juana, Mike, and David— thanks for managing and executing one of the best HTRW programs in the Corps.

To Homer McBrayer and Joe Caggiano and the entire Construction Division Team, especially our dedicated area and resident team members in the field— Ken, Steve, Raymond, J. Tom, Adrienne, Kesh, David, Rick, Jay, Jack, Earl and Tom— thanks. I could not have asked for a better team. You are the ones who have the gift of transforming all of our plans and specifications into reality.

To Myron Yuschishin and the Planning Division Team— Susan, Leroy, Elliott, Bill, Terry, Jeff and David— thanks for your professionalism, dedication and commitment. I am especially appreciative of the team's overall commitment to enhancing and protecting our nation's precious water resources and in breathing life into our Civil Works planning function.

To Ralph Barrett and the entire Engineer Division Team— Bill, Wade, Jack, Marion, and Bob— thanks. The Engineering Division team is the underpinning of the Corps' mission and engineering professionalism. Thanks for your perseverance and overall technical professionalism and integrity in executing one of the most challenging engineering and design programs in the Corps.

To Ron Ogden and the Real Estate Division Team— Denise, Bruce, Jim and Loretta— thanks for managing and maintaining stewardship over our nation's real estate and for providing dedicated real estate support not only to the Savannah District but also to the Charleston and

Wilmington districts as well.

To the best supporting staffs in the Corps— Mary Ellen Caggiano and the Human Resources team, John Moore and the Contracting Division team, Tami Garrett and the Resource Management team, Glen DePue and the Information Management team, Bob Moody and the Logistics Management team, Gene Hilliard and the Security and Law Enforcement team, Daryl Crutchfield and the Safety Office team, Gwen Parker of the Small Business Office, Val Jean Stell-Burns and the Internal Review team, Doris Starks and the Equal Opportunity Office team, Mickey Fountain and the Emergency Management team— and especially Bill Hough and the Office of Counsel team and Jeanne Hodge and the Public Affairs team— thanks; we could not have done it without your dedicated service and support. And lastly, to my team in the Executive Office, Lt. Col. Dave Bender, Maj. Tyrone Allen, John Saia, Lt. Col. Frank Randon, Maj. Mike Clarke, Jim Parker, Doris Deutsch, Nancy Gill, Jan Gustafson— and especially to Wayne Urbine, a truly dedicated leader, civil servant and friend— thank you all for your support, loyalty and faithful service.

As I head off to start a new chapter in my life, I extend my very best wishes to all of the Savannah Team. Thank you all for the leadership, team building, and positive work environment— for your dedicated, faithful service and all that you do for the Corps, the Army, your nation, the soldiers and airmen who defend this great nation, and their supporting family members. Without question, the team members of the Savannah District will continue to provide excellent service to the Army and the nation with integrity and credibility.

On the move

APRIL-MAY

PROMOTIONS

Adams, Connie E.	Engineering
Bentley, Stephen D.	Construction
Boros, Zsolt J.	Engineering
Bostwick, Cone S.	Operations
Collins, Hsiao Ying	Contracting
Edson, Calvin C.	Construction
Kelley, Scott W.	Operations
McGrath, Patricia G.	Engineering
Oddi, Peter A.	Project Management
Rynk, Virginia K.	Engineering
Smith, Judson	Engineering
Stratton, Terry D.	Planning
Wallace, Beatrice W.	Resource Management
Wolf, Melissa L.	Operations

RETIREMENTS

Anderson, John R.	Construction
Lanier, Lucy Jane	Contracting
Love, Mike	Construction
Smith, Michael R.	Construction

Career

CAREER DEVELOPMENT DAY— *How team members rated the event and what the district plans to do next year*

by Verdelle Lambert

The district held 13 career development sessions on April 3 as part of a day-long training program to help employees plan and develop their careers. Some 500 team members took advantage of the training.

"I was extremely pleased with the way the program was structured and the way it was actually executed— especially since this was the first time we'd ever attempted anything like that," said Mary Ellen Caggiano, personnel officer. It was the district commander who came up with the idea for a Career Development Day and Thomas Harris, personnel management specialist in Caggiano's office, who coordinated efforts to plan and execute the program.

"Kudos to the district for implementing such a day and being willing to give its personnel the option to take time from their work to attend it," said Ivan Cohen, records coordinator in Information Management, who attended four sessions. "I

STATISTICS

Total attendance: 584

Estimated # of repeat attendees: 50-60

No. of sessions: 24

Includes repeated sessions and luncheon

Most populous sessions:

Interviewing Tips from an SES: 74

Becoming a Professional— the Total You: 95

RESUMIX : 91

Estimated training cost: \$19,944

No. of information booths: 7

Savannah State University

Armstrong Atlantic State University

St. Leo College

Savannah Technical College

Coastal Community Learning Collaborative

Toastmasters

Project Management Institute

No. of boxed lunches sold: 110

ERA prepared 225 boxed lunches, donated

unsold lunches to Inner City Night Shelter

don't know of many agencies that go all out like that, so I think that speaks well for the district."

"Our people are our most important resource and Career Development Day was

Photo by: Verdelle Lambert

RESUMIX was the second most populous session. Presenters were Angie Yuschishin (first row, fourth from left) and Nancy Mitchell.



Photos by Nancy Gould

Left to right: Dwight Beranek, Engineering and Construction chief, HQ, provided "Interviewing Tips"; Linda Garvin, deputy chief of staff, Real Estate, HQ, talked about "Being a Professional"; and Col. Joseph Schmitt, Savannah District Commander, gave an overview and personal reflections on training/career building.

a day set aside to focus on developing that resource," said Col. Joseph Schmitt, district commander. "Setting the framework for training and developing our leaders and developing and enhancing our core competencies are some of the most important things we as leaders can do for the Corps. As such, my intent was to highlight training and career opportunities as well as define paths to success in the hope that team members would eventually formulate and define their individual career goals."

"I thought the training was quite impressive," said Sandra Moschettieri, an accountant in the Resource Management Office. "Definitely, it has motivated me. I have always strived to do better in my career, but knowing that your employer backs this up has motivated me even more."

Schmitt rated the day-long training program an "absolute success." The program consisted of 13 sessions, each lasting about an hour, with several sessions repeated during the day to accommodate everyone who wanted to attend. The program provided information on RESUMIX; the job interview; being a professional; distance learning; leadership development programs; and career programs within various divisions. One session consisted of the video, "Pack Your Own Chute."

"There was something for everyone—from worker bees all the way up to



District's METL to be automated

Savannah District is setting up an Automated Training Management Program (ATMP) to help leaders manage the execution of training. Training needs have been identified through a Mission-Essential Task List (METL) analysis to ensure that they support the district's essential missions. The ATMP will be implemented division-wide and should be fully operational in Savannah by June 30.

"METL gives our managers a structured process they can use to make sure the right people are trained first," said Mary Ellen Caggiano, personnel officer. "A person who is untrained or partially trained in an individual task that has been rated critical or important would be placed at the top of the training priorities, for example."

The district began the METL analysis back in December, with the district listing nine mission essential tasks, and then divisions and offices, and branches and sections in turn developing their own METLs, linking them to the district's. Finally, each team member listed his individual tasks, which were then ranked

critical, important or beneficial in fulfilling the missions of their section, branch, office or division. At this point, supervisor and team member together rated the team member trained, partially trained, or untrained in each of the tasks he performs.

"All of this information is fed into an automated system," said Caggiano. "The system allows managers to see what the training needs are in their divisions and helps them to make sure the highest priority training needs are executed first in line with the dollars that they have to spend and the time available to send someone away for training."

The district devotes about five to seven percent of its annual budget for training, according to Maj. Michael F. Clarke, deputy commander for support.

"Now is the time we should see the fruit of our labor as we start to utilize the just completed METL analysis to identify training requirements for FY 02," said Maj. Gen. Phillip R. Anderson, commander of the South Atlantic Division.

supervisors," said Vernon Lawless, chief of Real Estate's Appraisal Branch. "I attended five sessions plus the luncheon, so it was an all-day deal for me."

Presenters included two senior execu-

tive staff members from headquarters—Dwight Beranek, Engineering and Construction chief; and Linda Garvin, deputy chief of staff, Real Estate—the district commander; several division chiefs; and team members who had taken computer-based training or had participated in the Bridge to Leadership, Emerging Leaders or Aspiring Leaders programs.

Career Development Day was also exported to the field, to Fort Bragg on April 25, drawing about 37 team members; to Warner Robins, April 30, pulling in about 25; and at the Savannah Lakes Village Visitor and Conference Center in McCormick, S.C., May 4, where about 115 attended. Beranek and Garvin's sessions were presented on videotape, the district commander and some team members from Savannah repeated their presentations, and some field team members joined in as presenters.

Caggiano said Career Development Day will be held every other year, with one or two sessions offered during the year to keep the theme of career development at the forefront.

"The RESUMIX presentations were very popular and many more people want to see those, so there will definitely be more of those," Caggiano said. "The RESUMIX video will also be made available at various times, with someone present to answer questions afterward."

Team members were given an evaluation form to fill out at the end of each session and that information will be used to improve future offerings.

"Some suggestions had to do with the physical facilities," Caggiano said. "Our rooms are, in fact, small, and we need to think about how we can improve that situation. We'll look more closely at the length of time for specific sessions—a few may need to be lengthened and others shortened. Some team members said they wanted more hands-on demonstrations, and even role playing for interviews. Some folks wanted copies of the slides that the presenters use.... I think all of these are doable."

Moschettieri attended four sessions and offered this evaluation: "Instead of devoting one whole day to training, schedule it over two days. I would love to have attended other sessions, but I think everything in one day is just too overwhelming. You just get exhausted going to all the training. And then you run into problems when a speaker goes over the time limit; that prevented me from being able to go to the next one."

Whether teams members attended one session, five sessions, or no sessions, the message was the same:

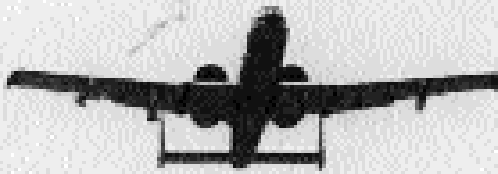
"It was reiterated time and time again by several people that *your career is in*



Photo by Nancy Gould

Seven colleges staffed information booths.

Continued on page 12



Pope AFB buoyed

Project on track to expand

by Craig Harrell

Underground lighting system installed in 21 days!

by Nancy Gould

Savannah District had only 21 days to repair the underground lighting system on the 7,500-foot runway at Pope Air Force Base—renovations that would normally take two months to complete on a runway of that size. The district agreed to the short work schedule on the condition that the runway be closed completely while repairs were being made.

Over 40 years old, Pope's underground lighting system had begun to malfunction and now showed increasing signs of aging, according to Craig Harrell, project manager for Pope. Electrical cables had been bundled together and buried directly into the ground. Groundwater and age had caused the cables to crack and become swollen, making repairs virtually impossible for Pope's maintenance crews.

"On a pilot's final approach, a power outage at night could have resulted in a major airfield accident and loss of life," said Harrell, "especially in bad weather."

There is never a convenient time to close the base's only runway, said Col. Bill Stewart, the deputy commander of the 43rd Operations Group at Pope. There were concerns that this closure, the longest in the base's history, would impact Pope's ability to deploy Fort Bragg's XVIII Airborne Corps, 82nd Airborne Division and Special Forces teams within 18 hours should a crisis occur.

The airfield is also crucial to Bragg's training operations. The 45,000-soldier post plans training missions a year in advance and depends on the runway to launch them, except for a few parachute jumps. As a result, Pope incurred additional costs from the shutdown when it relocated about 15 C-130 cargo airplanes and 30 A-10 attack jets to Little Rock

AFB, Ark.; Lawson Army Airfield, Ga.; and Seymour Johnson AFB near Goldsboro. With the aircraft were 200 airmen from the 43rd Airlift Wing and 100 airmen from the 23rd Fighter Group.

To expedite the renovations, the base was only partially operational the week prior to the shut down in order to perform preliminary work. Then on Feb. 23 work began at a frenzied pace, with more than 100 workers on the airfield the first weekend, demolishing and removing old ground components.

The \$2.5 million project involved digging a trench along the full length of both sides of the runway, demolishing existing cable, and installing new duct banks and new circuits, including 120 new lighting fixtures, distance marker lights and sequence approach lights.

To ensure the airfield is partially lit at all times, two alternating circuits were installed: If one circuit fails, the remaining lights will continue to work, keeping the runway functional.

Harrell said Savannah District owes Arnold Singleton, a project engineer at Pope, a lot of praise for the success of the project. "He worked many 12 and 18-hour days troubleshooting unforeseen conditions that always occur when you start digging in the ground," said Harrell. "He worked with the contractor, R.C. Construction, and our customer, the 43rd Civil Engineering Squadron, to make sure the proposed solution worked and the project could still be completed within the 21 days."

This work is the first phase of the complete repair of all airfield lighting components. Other items, such as taxiway and approach lights, will be repaired in the second phase.

Virtually every project the district takes on is a balancing act between helping the customer accomplish the mission on the one hand and protecting the environment on the other. Sometimes the outcome can be a real cliffhanger.

The project to expand the dangerous cargo parking area at Pope Air Force Base is a case in point. That project impacts jurisdictional wetlands, and the two known opportunities to mitigate the impact had fallen through. At one point it seemed that the project would not go forward.

The 43d Airlift Wing (AW) at Pope AFB lives and breathes contingency airlift support to the 82d Airborne Division and other special units at Fort Bragg. For years the 43d has accomplished the hazardous cargo portion of this mission on four specially designated aircraft parking spots at the south corner of the airfield. Fort Bragg's deployment requirements justify up to 12 parking spots; however, limited real estate and explosives safety clear zone (quantity-distance) requirements constrained expansion possibilities.

Through detailed coordination and planning, the Air Force developed a site plan that would replace the four existing parking spots with an apron (2,025 ft. x 730 ft.) large enough to accommodate six C-5 aircraft (and a greater number of smaller airplanes) and comply with the explosives safety criteria. The project would not only

Tech. Sgt. Norma Click, assistant airfield manager, 43rd Support Squadron, and Arnold Singleton, a Corps project engineer at Pope, inspect runway light.



PHOTO BY JORMI N. JORDAN



Rip-rap and environmental fencing are used to expand the dangerous cargo parking area. Up ahead, just beyond the fallen trees, is the expansion of the dangerous cargo parking area.

by successes

dangerous cargo parking area

increase loading capacity by 50 percent but also enhance mission capability by including a 600 gallon-per-minute aircraft hydrant fueling system to serve each parking spot, alleviating the need for fuel trucks.

About 19 acres of jurisdictional wetlands would be displaced either permanently or temporarily during construction of the parking apron. The impacted acreage includes a reach of Tank Creek—an active stream on Pope that supports a diverse ecological environment and serves as a major drainage channel for storm water run-off from Fort Bragg.

The U.S. Air Force had the lead in securing the necessary environmental approvals and clearances from North Carolina (Section 401 water-quality permit) and from the Corps' Wilmington District (Section 404 wetlands mitigation permit). Savannah District served as the design and construction agent for the project, working hand-in-hand with the customer and regulators during the planning phases.

"We were faced with two major issues right away," said Joseph Brown, Environmental Compliance engineer at Pope. "First, the permanently displaced reach of Tank Creek had to be replaced in a way that would sustain the water quality, ecological diversity, and contain existing and added storm water run-off. Second, the permanently displaced wetlands had to be compensated for on a 2-for-1 in-kind basis."

The district's designer, CEMS Engi-



Photo by Jonas N. Jordan

to protect Tank Creek during construction work. The point at which the creek will be realigned to parking area on Pope's airfield.



Photo by Jonas N. Jordan

Underground pipelines and a concrete triple 6-ft by 6-ft box culvert are being built to accommodate the realignment of Tank Creek and handle increased storm water run-off because of the project, which is scheduled for completion no later than February 2004.

neering in Summerville, S.C., produced a design that satisfied the requirements of the state of North Carolina. The stream would be realigned in a meandering, geomorphically optimized pattern to get at least the equivalent length that was being impacted; a detention pond, underground pipelines that feed run-off into the pond, and a concrete triple 6-ft by 6-ft box culvert would be built to handle the tremendous increase of water run-off because of the project.

"The detention pond is designed to keep the flow of the overall rate of run-off the same as before the project," said Ron Sprovero, lead engineer with CEMS Engineering.

While the 401 application was being evaluated for final approval, the 404 application faced several obstacles. Initially, the installation team considered the possibility of restoring or enhancing existing degraded wetlands at multiple sites on Pope. Second, they sought to purchase wetlands mitigation credits from an approved mitigation bank in the same general watershed area as the impact area. As the Air Force/Savannah District efforts proceeded, it became apparent that sufficient acreage did not exist on Pope. Furthermore, a detailed evaluation of the only approved mitigation bank revealed that there was no available mitigation acreage of the same type of wetlands as those impacted by the proposed new parking apron. Because wetland mitigation requirements call for mitigation in-kind, the mitigation bank credits were also unacceptable. Without suitable mitigation, the new aircraft parking apron project could not proceed.

"It became very clear that we had to

look outside the parameters that had been considered up to that point," said Pete Oddi, Chief, Military Programs & Project Management Branch. "That's when we learned that North Carolina has a Wetlands Restoration Program (WRP), where they plan, design, and execute wetlands restoration within the state for a fee." This new mitigation opportunity surfaced during a meeting that Savannah District facilitated between North Carolina Department of Water Quality, the Air Force environmental staff, Corps regulators, and the design team.

On-going information exchange between Pope and Fort Bragg environmental staffs confirmed that Fort Bragg had developed plans to restore degraded wetlands and enhance wildlife habitat at a site on Nursery Road—a recently acquired 130-acre tract of land north of the installation—however, adequate funding had not been sourced for the restoration. North Carolina WRP was open to taking on new wetlands restoration projects in the Cumberland County area and viewed this as a strong partnership opportunity. They and Wilmington District evaluated and accepted the Nursery Road site as suitable for mitigation. This led to a win-win arrangement for Pope AFB, Fort Bragg, the North Carolina WRP, and Savannah District. The project achieved the required wetlands mitigation, Fort Bragg was able to accelerate its Nursery Road project, and Pope AFB received applicable credit for the mitigation.

Both Bragg's restoration/mitigation efforts and Pope's Dangerous Cargo Apron project are now underway and are either on or ahead of schedule. The \$23.5 million dangerous cargo apron project will be com-



Charles F. Trainor Team Awards

Military Project

PRESENTED TO the *Combat Aviation Barracks and the Separate Battalions Barracks Pilot Projects Team*, which was successful in bringing construction cost within the cost limitations set by DoD without jeopardizing the quality of the end product. Back in November 1999, the Office of Assistant Chief of Staff Installation Management and USACE expressed concerns with continuing cost growth on barracks projects across the U.S. Several meetings were

held to discuss strategies and ideas to cut costs. The decision to make the Combat Aviation Barracks and the Separate Battalions Barracks pilot projects was an outgrowth of those meetings. The district was granted several waivers on design criteria so that all avenues for cutting costs could be explored. In January 2000, it was decided to procure the Combat Aviation Barracks as a design-build project. For 12 months the team worked hard to develop the RFP

requirements and evaluate proposals. The team faced a lot of challenges, however, the project was awarded at full scope and *under the programmed amount!* It is one of the largest design-build military construction projects ever executed by the Corps of Engineers, and the customer is extremely happy with the results.

THE TEAM

CUSTOMER: XVIII AIRBORNE CORPS
Camille Cole Glen Gunter
John Rose Bill Lewis
CTP Anthony Randall
SFC J. Palmer

OFFICE OF COUNSEL
Greg Vanagel

PROJECT MANAGEMENT

Beth Shields Diego Martinez

ENGINEERING

Veijo Panu Pat Sullivan
Cleveland Harding Frank King
Douglas Trehern Ben Foreman
Bill Wright Charles Filmer
Hunter Lupton Hal Thomas
Peggy Roberson Mike Flisnik
Duncan Vaughn Ann Welch
Charles Marshall

CONTRACTING

John Moore Gwen Parker

CONSTRUCTION

Allen Hand Steve Arendale

SOUTH ATLANTIC DIVISION

Steve Goodin

Civil Project

PRESENTED TO the *Hartwell Project Customer Service Team*, which was established in 1992 to develop, implement, and report on performance measures relating to customer satisfaction. Business reply mail surveys addressing issues of service quality, staff attitudes and competency, and perceptions of overall management and policy were developed for each market segment.

During FY 2000, approxi-

mately 2200 shoreline customers, 214 community and development customers, 1500 park visitors and 1100 lake visitors were surveyed and gave the project a combined overall performance rating of 81 percent (percent of Good/Very Good responses)—up 1 percent from the previous two years. The team uses the results/information to improve the lake's processes and services. Once changes have been made in response to cus-

tomers' comments, the changes are communicated back to the public to be recognized and validated.

Improvements implemented in the recreation and natural resources area during 2000 in response to comments received in 1999 include:

- A bike patrol
- Season extensions at two campgrounds
- Credit-card payments for shelter & annual pass via phone.

Hartwell customers have various avenues (comment card, toll-free phone call, fax, Internet or in person) to continue to voice their opinions and concerns to management.

The Hartwell Project Customer Service Plan has been integrated into Hartwell's everyday business processes.

CUSTOMER SATISFACTION TEAM

Andy Gaston, co-captain
Sandy Campbell, co-captain
Larry Orr Max Jordan
Tanya Grant Billy Joe Turpin

HTRW Process

PRESENTED TO the *Team That Assisted in the Study of Salt-water Intrusion in the Floridan Aquifer* as part of a program sponsored by GADNR (Georgia Department of Natural Resources), SCDEHC (South Carolina Department of Health and Environmental Control), and USGS (United States Geologic Services). The district installed offshore ground-water monitoring wells so that the cus-

tomers could sample and analyze the water to determine the nature and extent of salt-water intrusion into the Floridan aquifer in the Savannah-Hilton Head Island area. The customers have been very satisfied with the services provided. Data being gathered will be critical not only in determining the "best management" practices for the area's fresh-water resources but also in helping concerned

parties determine the potential for salt-water intrusion into the Florida aquifer as a result of deepening the Savannah Harbor.

THE TEAM

SAVANNAH DISTRICT

John Haskew Armond Martin
Jim Pickett Perry Rountree
Steven Widincamp James Arthur
Gustave Anderson Claude Robbins
Eric Sizemore Anita Norton
Cardwell Smith Sterling Warner
Robert O'Kelley Robert White
Gary Sego John Culp
Donnie Bostwick Mark Clark

Michael Ansley Debbi Lanier
Esau Fuller (Retired)

PROJECT MANAGEMENT

Harvey Peppers Brenda King
Francisco de la Sierra

MOBILE DISTRICT

Charlie Brown Irvin Austin
James Knox

SCDHEC

Camille Ransom Jim White

USGS

Fred Falls Mike Peck
Eric Ruber John Clarke
Chris Leeth

GAEPD

Bill McLemore Mark Hall

Special Projects

PRESENTED TO the *District Shoreline Permit Action Team*, which developed a process and procedure to address Shoreline Use Permit (SUP) violations and then successfully used the procedure to manage and protect project natural resources. Savannah was the first district in the nation to revoke a SUP and, to date, has revoked five—all of which have been upheld, following appeal by the permittee. A previous revocation was

challenged in Federal District Court; it involved requiring the removal of several permanent structures existing since 1968. These structures were protected from removal by public law unless the government could show that the permittee was not in substantial compliance with the terms and conditions of his permit. There had been no published court cases on this law and so the district faced a case of first impression and the

uncertainty of the outcome in the courts. But the sufficiency of the administrative record supported the decision and the revocation was ultimately upheld on appeal to the 4th Circuit Court of Appeals. The process developed by the team establishes fair, equal, and consistent treatment to permittees who violate the conditions of their permit. By developing the process the district has, in effect, preserved the general public's right to continue to enjoy

this water resource.

THE TEAM

CUSTOMER

Hartwell Lake
Richard S. Austin
Kenneth Bedenbaugh
Larry Orr
T. Dale Bowen

EXECUTIVE OFFICE
Col. Joseph K. Schmitt

PUBLIC AFFAIRS
James N. Parker, Jr.

OFFICE OF COUNSEL
Warren G. Swartz

OPERATIONS

Melissa Wolf
Frank D. Huff

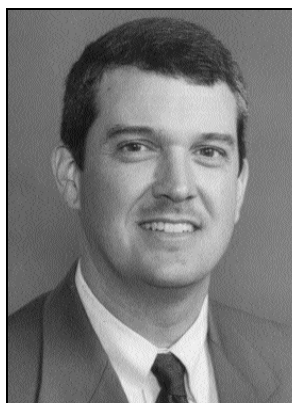
Individual Awards

Engineering/ Scientific Fields

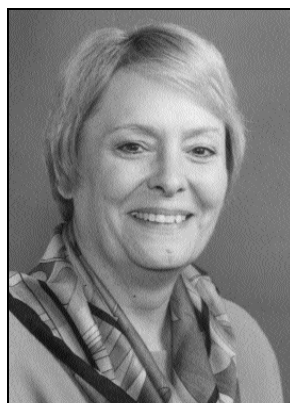
PHILIP R. BRINSON has been called a visionary. A registered structural engineer in the Architectural-Structural Section of Engineering Division, he was among the first structural engineers to recognize and exploit the advantages of light-gage construction materials. He independently studied the use of cold-formed, light-gage structural members for use as load-bearing structural members in barracks design as a means of providing high-quality facilities to district customers while reducing the overall cost to the taxpayers. His vision contributed to HQUSACE recognizing the benefits of this type of construction and developing a new guide specification for its use.

As a key member of the barracks design team, Brinson has consistently found ways to satisfy the technical requirements of other design disciplines while providing economical solutions to the structural demands. His innovative use of structural steel tubing for columns and composite steel decking for floors has resulted in a structural system that is totally unobtrusive to the end-user. The columns fit within the walls and the floor system, eliminating the need for a joist system, which would increase the overall height and cost of the buildings.

Brinson has served as acting chief of the Architectural-Structural Section and has been the lead structural engineer on many of Savannah District's major in-house designs.



Brinson
'Team Member of the Year'



Wingate

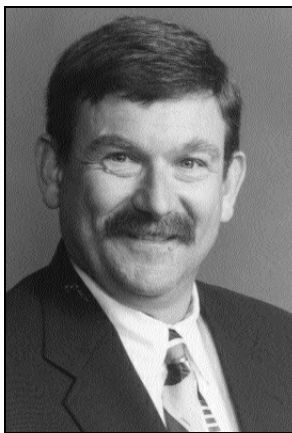
Non-Engineering/ Scientific Fields

JANE WINGATE, business practices and strategic management team leader in the Resource Management Office, coordinated the development of four initiatives that have proven successful in improving internal communications and the deployment of information to all levels of the district.

Wingate broke new ground in the strategic planning process for the district by developing the concept, documenting the ground rules, establishing the structure supporting the strategic planning process, and providing training to managers and PET (Planning and Executing Team) members. To ensure the full district was represented in the Strategic Plan, Wingate took the lead in developing and implementing the Planning and Execution Teams (PETs) and she continues to facilitate and provide assistance. The teams represent each of the key business drivers and internal business processes and are leading the way in developing and implementing the strategic initiatives.

Wingate developed the concept for a Seamless Communication Strategy, which requires supervisors to meet weekly with employees to report information from the commander's weekly Corporate Team meeting. She was also a key player in coordinating the district's first-time participation in the Presidential Quality Award (PQA) program. PQA is very important to the district because it helps agencies identify and capitalize on opportunities for improvement.

'Supervisor of the Year'



Cagle, III

As resident engineer at the Fort Bragg Barracks Resident Office, **ROBERT L. CAGLE, III**, supervises 12 team members and is responsible for more than \$100 million in construction projects. Selected "Supervisor of the Year," Cagle is the epitome of a leader: he encourages teamwork, instills interest in achieving goals, recognizes team members' accomplishments, shares information, applies effective listening techniques, displays trust and confidence in subordinates, encourages team mem-

bers to reach their full potential through training and self-development courses, and supports the EEO/Affirmative Action Plan. Specifically, Cagle has outlined what his team needs to do, in his view, to become "the team of choice" and has challenged each member to work toward that goal. In the past year he has awarded no less than five on-the-spot cash awards. Perhaps, more importantly, Cagle has an innate ability to make each team member feel appreciated through less formal

recognition, like the time he bought a pizza lunch for the team when he received a performance review award. He was recognized not for his own efforts, he said, but for the hard work the team had put forth. Cagle's team represents a remarkable slice of humanity: it includes individuals of several ethnic and racial backgrounds, both genders, various religious and educational backgrounds, and great disparity in ages. Cagle treats each team member with dignity and respect.

'Student of the Year'



Ahmed

RASHIDA AHMED joined the Visual Information Section of Public Affairs as a co-op student last June; within three weeks of her starting date, the VI specialist was selected for a position with another Department of Army agency and Ahmed had to learn as much as she could about website maintenance, html language markup, and PowerPoint presentation software and files in less than 10 work days. The amount of information she absorbed in

this extremely brief period is truly remarkable and has allowed the district to function at a level far beyond what would be expected with a part-time co-op student. Virtually alone, Ahmed has kept the district operational in the preparation of briefings, never having missed a suspense date to complete a project. This is extraordinary in that many, if not most, of the requirements for the Visual Information Office are extremely short-fused, with high visibility

and demanding customers.

Within a very short period of time Ahmed quickly adapted to this high-stress work environment, and she has earned a reputation for excellence and professionalism in Visual Information. Last December Maj. Gen. Phillip Anderson, South Atlantic Division commander, presented her a Division Coin for her work on the briefings that were prepared during his first official visit to the district.

Retirement

Healthy eating will make life a joy

by Stan Mullings

You are what you eat.

I have heard this saying all my life. I never did understand the meaning until I started to realize that a direct connection to a healthy life is premised on eating habits.

The danger of obesity

"Obesity isn't just a cosmetic problem," says Barbara Bowman in the July 19, 2000, issue of *The Journal of the American Medical Association*. "This is a serious medical problem. If this were some infectious-disease epidemic, we'd be going all out [to find a solution]."

Obesity is not only an independent risk factor for coronary heart disease but also interacts with, or amplifies the effects of, other cardiovascular disease risk factors. Obesity and inactivity cost more than \$100 billion a year in health-care benefits for the treatment of hypertension, high cholesterol, diabetes, orthopedic problems and severe sleep apnea. An unbelievable *one out of every two adults* in the United States is overweight or obese.

Adverse health conditions associated with obesity include:

Hypertension (Body weight is the strongest predictor of blood pressure regulation)

Diabetes (80 percent of people with Type 2 diabetes are obese)

Cancer (Obesity creates increased risk of colon, breast and other cancers)

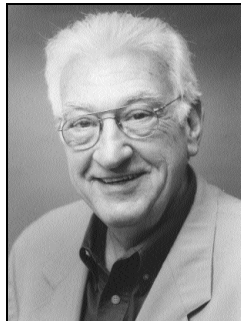
Osteoarthritis (Knee and other joint arthritis are common in overweight adults)

We can live weeks without food yet, knowing this, we eat our way into cholesterol blockages in our arteries and break-down the whole system.

Obesity is not just an adult problem; it has now spread to our children. A survey published in the *Archives of Pediatrics & Adolescent Medicine* in 1995 reported that one out of every eight American kids suffers from obesity and another one out of five is overweight. Among those under age 17, obesity has more than doubled in the U.S. since the mid-1960s.

The way we eat

The culprit in the overweight syndrome is mainly the way we eat. Everyone is busy and fewer meals are now prepared at home. The fast food restaurants, which have become a way of life, could be one of our worse enemies. The meals tend to be high-fat and large portions. For example, a double Whopper® sandwich with cheese,



Stan Mullings,
Retiree, 1999

medium fries, and 22 ounce Classic Coca Cola® have a whopping 1,610 calories, and 750 fat calories. An average active female uses between 1600 and 1800 calories a day and the average man between 2000 and 2200 per day. The American Heart Association suggests that no more than 30 percent of the daily calories be calories from fat. To lose weight then, you must drop below the average intake. With the exam-

ple above, the average female has probably eaten her daily caloric intake in one meal and exceeded her fat calories by 270.

The tragedy of dieting

Dieting is a part of today's life style. At any given time approximately 60 million Americans are trying to lose weight, spending more than \$200 million per year on some quick weight-loss plan. These laughable diets include Lose Weight While You Sleep, Snooze and Lose, Fat Burning Cookie and Le Patch, which attaches to the body and supposedly speeds metabolism and suppresses appetite. The only active ingredient is a form of seaweed. Probably the only thing you will lose from these diet programs is weight in your wallet. There is only one way to lose weight and keep it off: *Completely change your life style and eat healthy for life.*

There are many good professional weight loss companies. I interviewed Ceil Arnstein, owner of Hi-Energy Weight Control Center, 5859 Abercorn St., Suite 5, (912) 691-2498. She said their basic program offers a 1,100 per day calorie allowance with three 90-calorie snacks added. They have programs for non-exercisers, couch potatoes and those with desk jobs, a vegetarian program and a program for 14-19 year olds. One of her female clients has lost 18 pounds and 85 inches in 2½ months. Another woman lost 17 pounds in four weeks.

One of the primary ingredients in healthy aging is a healthy eating program. This includes cutting down on red meats, eating more fruits and vegetables, less fried foods, and lower calorie and fat intake. Eating healthy, combined with a continuous exercise program, will make your retirement years a joy. The most important point is to get started: "There is only one endeavor which you can start at the top, and that is digging a ditch."

—Author unknown.

If you would like additional information on healthy eating, or have questions or input, you can contact me at (912)352-0555 or via email: smmsav@aol.com



by Karen Hough

FORT BRAGG— JUNE 15

Typically, the area offices at Fort Bragg operate as one entity, but there is a time every year when they go head to head in battle for the gold. It's called Engineer Day.

Some of the winners this year included Stephen Arendale's office, tug-of-war championship; Kenneth Gray's office, softball championship, second consecutive year; Milton Murphy and his wife, Denise, Soul Train Dance Contest; and Kenneth Gray, male pretty leg contest.

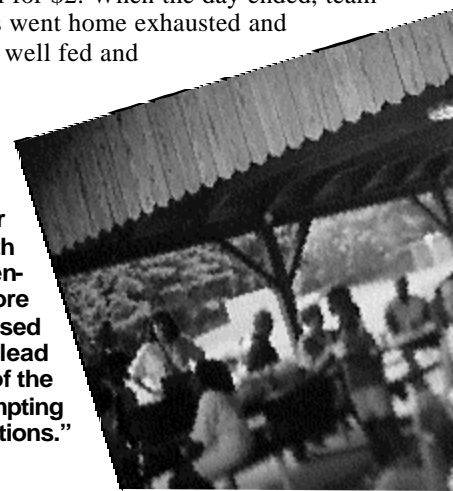
Children competed in the ring toss and hula-hoop and the beanbag and sack races. Proper attire for adults was the Engineer Day T-shirt designed by Mark Benton, a civil engineer in the Barracks Resident Office. Babies in strollers donned their Engineer Day bibs.

Entertainment included, *but was not limited to*, a comedy skit by the Fort Bragg Area Office Players and a rendition of "My Girl" by the Tempting Temptations, an act formed by members of the North Carolina Air Force and Special Operations Area Office.

Part of the day was set aside to present years-of-service pins, acknowledge transfers, retirements and newcomers, and celebrate employees who were voted by their peers as team member of the year in these categories: engineer, quality assurance rep, administrative assistant, technician, and student.

Everyone dined on barbecued ribs, hush puppies, baked beans, potato salad, fried chicken, lemonade, tea, unlimited sodas all day, and Mr. Melvin's homemade sheet cakes, all for \$2. When the day ended, team members went home exhausted and dirty but well fed and happy.

Area Engineer Kenneth Gray (center) wore processed wig as lead singer of the "Tempting Temptations."



Engineer Day 2001

Photos by Jonas N. Jordan



SAVANNAH— June 15. A lot of people— some put the estimate as high as 500— showed up at L. Scott Stell Park for Engineer Day this year and were not disappointed. The children had six fun activities to choose from, including the Giant Slide and The Castle, which were new this year. Softball, volleyball, horseshoes, and bingo were among the standard fare for the adults; but new this year were several Special Emphasis events— multicultural food tasting, bagpiping, Korean Fan Dancers, and the Sankofa Dancers— sponsored by the EEO Office. Lunch cost \$3, but the ice cream and cokes were free. Engineer Day is funded by team members' support of ERA fund-raising activities throughout the year.

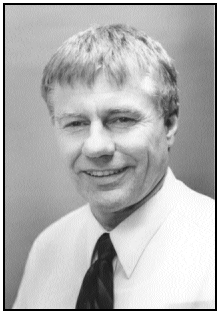


Sankofa Dancers

Merritt named OVEST chief

by Nancy Gould

Eara Merritt has spent the last seven of his 29-year trek with the Corps in



OVEST, the Office of Value Engineering Study Teams. On March 5 he was promoted to chief.

The investigative studies the 10-member OVEST team performs play an integral role in getting Corps customers more “bang

for their buck.” Those studies are performed for Corps districts world-wide, saving an average of more than \$1 million per day and providing 150 to 1 return on investments. In other words, every dollar invested in a value engineering study yields \$150 of value returned.

Merritt’s degrees are in civil and mechanical engineering—the bachelor’s coming in 1969 from Louisiana State University, and the master’s in 1972 from Tulane University. He became a registered professional engineer in 1975 and a certified value specialist in 2000. But those accreditations represent only a portion of Merritt’s skills.

Working off-hours and weekends in the music industry, Merritt learned audio and lighting technology. Those skills, combined with his musical ability, eventually opened opportunities for him to tour with renowned musicians such as Isaac Hayes, Johnny Rivers, the Neville Brothers, Doctor John and the Rolling Stones.

In 1983, Merritt left the Corps for full-time work operating the audio system for the former ministry of Evangelist Jimmy Swaggart. During three years of world travel with the ministry, his business and technical skills grew, as well as his faith. He recalled the thrill of evangelizing large crowds, like the crusade in Rio de Janeiro, Brazil, where more than 200,000 people filled an outdoor stadium.

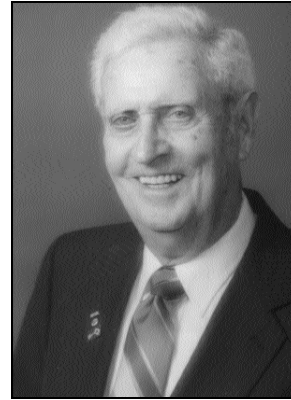
When the ministry failed in 1988 Merritt returned to federal service as a project manager at the Los Angeles District.

“At the time I wasn’t particularly inspired,” said Merritt, adding that he quickly transitioned back into the engineering profession and in the 13 years since, he has found challenge and interest, especially with OVEST. “There are more hazardous toxic waste sites to clean and new flood control projects to build, and military facilities to improve,” he said, adding that his goal as chief includes expanding OVEST, taking on as many projects as possible, and building a stronger Corps VE program. “The Corps needs us now more than ever.”

‘Distinguished Civilian of the Year’

JULIAN E. (LARRY)

LESUEUR, this year’s Distinguished Civilian of the Year, began his career with the Corps in 1942 as an administrative officer. He retired in 1977 as chief of the Office Engineering Branch of Construction Division. LeSueur accomplished his duties in a clearly exceptional manner while also mentoring many administrative staff members and young engineers assigned to Construction Division under the Junior Engineer Program. His process changes not only enhanced the district’s workflow but also saved the government time and costs, and produced more efficient financial and administrative functions. On several occasions,



LeSueur

LeSueur helped to stave off attempts by Corps headquarters to reorganize the South Atlantic Division by consolidating and moving the Savannah District to the Wilmington and Charleston districts. He was personally instrumental in assisting to keep the district open as a separate district, spending many hours formulating and analyzing workload cost studies of Savannah and its sister districts and preparing persuasive presentations for the district engineers. His

efforts helped convince headquarters in each case that closing Savannah District would have major impacts on the United States military as a whole as well as on the mission of the Corps.



Children come to work

Renee Atkins’ children, Renata, 9, and Steve, 13, were among the 45 children who participated in “Take Your Daughters/Sons to Work Day” on April 26. Renee is a legal clerk in Office of Counsel. The event gives children an opportunity to see what their parents do at work. On May 9-10, 14 students from Sol C. Johnson High School came to the Corps to “work” under the Preparing for Success program, which the district sponsors in partnership with the school to give students real work experiences. Johnson student Victoria Hamilton looks through spotting scope used to identify and count birds as her mentor, biologist Steve Calvers, looks on.

Career Development Day gets thumb’s up

Continued from page 5

your hands,” said Lawless. “A lot of people complain that they don’t get anywhere because nobody pays attention to them. But you have to plan to get ahead. People need to understand that they need a well thought out written plan—a five-year plan—to get where they want to go.

“I always had a plan for where I

wanted to be technically in the appraisal profession, and the courses that I took got me where I am now,” continued Lawless. “I started out as a staff appraiser and now I’m chief of the Appraisal Branch in Real Estate. I’ve met some of my goals and, short term, I’m pretty happy where I am. I want to focus now on being the best supervisor and leader that I can be.”